

## HUMAN RESOURCES ACADEMY FOR EXCELLENCE SUMMARY DESCRIPTION

The HR Academy for Excellence training initiative was developed and implemented by the employees and leadership at the Human Resources Service Center, Northwest (HRSC, NW), a Department of the Navy Regional Service Center operating under the Office of Civilian Human Resources (OCHR).

This new and innovative program was developed to improve customer service delivery and create a common way of doing business. There are three tracks to the Academy: leadership, service delivery and functional. Of the three tracks, the leadership module is key to the success of this program. For their work teams, leaders are challenged to focus on the key products and services that are most important to the customer. In order to measure the effectiveness of their work teams, the leaders determine delivery standards and measures that can be shared with their staff and customers. Each leader develops a deliberate leadership plan called a Leadership Grid, which incorporates marketing, staff development, and positive reinforcement. After completion of the initial training session, a six-month follow-up plan enables the leaders to further develop their work teams as they implement their leadership plans.

The Leadership sessions are just the beginning of the effort to create a consistent business model for the Navy human resources community while improving customer service delivery. In the Service Delivery Module, leaders share their grids with their work teams. Also included in this module are components on delivering excellent customer service and managing workload efficiently and effectively.

The functional modules are designed around a basic script developed to guide Human Resources Specialists in communicating performance standards and gathering essential information in order to perform their job. These modules include a review of processes and procedures and standards and measures for the function and introduce the script and job aids.

The Academy has had a significant impact on our primary organizational goal, "to Delight the Customer." The program has been so successful at HRSC, NW that it is being deployed throughout all seven Department of the Navy Regional Human Resources Service Centers.



DEPARTMENT OF THE NAVY  
HUMAN RESOURCES SERVICE CENTER, NORTHWEST  
3230 N.W. RANDALL WAY  
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12410  
Ser 50S/076  
June 1, 2004

Deming Award Selection Board  
c/o Communications Office  
Graduate School, USDA  
600 Maryland Avenue S.W., Suite 270  
Washington, DC 20024

Subj: THE W. EDWARDS DEMING OUTSTANDING TRAINING AWARD

Thank you for accepting our application to the W. Edwards Deming Outstanding Training Award. We are excited to present our submission, the Human Resources Academy for Excellence (HR Academy for Excellence, or simply referred to as "the Academy"). This new and innovative program was developed and implemented by the employees and leadership at the Human Resources Service Center, Northwest (HRSC, NW), a Department of the Navy Regional Service Center operating under the Office of Civilian Human Resources (OCHR).

After conducting an 'environmental scan' of the issues facing the Human Resources community in general and the Department of the Navy Human Resources community specifically, we saw a need to focus our leaders on the key elements of their job. By teaching leaders how to do their jobs we are able to leverage the talents, skills and abilities of employees throughout the organization.

The true beauty of the HR Academy for Excellence lies in focusing leaders on simple concepts that had gotten lost in today's multi-faceted environment. The Academy brings focus to the work unit's primary function, what we call their Key Product and Service. Standards for each work unit are measured and results are shared within the unit. Results are also marketed to our customers and others within the Center. Individual training plans are developed that are directly linked to the delivery of the Key Product and Service.

The HR Academy for Excellence brings out the best in people by recognizing the actions and behaviors that support the primary goal of our organization. Because of the Academy, we are able to classify and fill jobs faster and provide better customer service. The Academy has had a significant impact on our primary organizational goal, "To Delight the Customer". In fact, the program has been so successful at HRSC, NW that OCHR has sent their Leaders through our HR Academy for Excellence, and is deploying the Academy at all seven Department of the Navy Regional Human Resources Service Centers.

Sincerely,

JULIE H. HERLING

Director,  
Human Resources Service Center, Northwest



## Human Resources Service Center, Northwest HR Academy for Excellence

### Part I: Nominee Information

Organization Name: Human Resources Service Center, Northwest  
Address: 3230 NW Randall Way  
Silverdale, WA 98383  
Phone: (360) 315-8091 Fax: (360) 315-8085

### Part II: Time Frame

Starting Date of Training Initiative: February 2001  
Ending Date of Training Initiative: On-going

### Part III: Nominee Mission

The Human Resources Service Center, Northwest (HRSC, NW) established in September 1997, employs 190 employees. The HRSC, NW provides a full spectrum of centralized human resource services including recruitment, classification, processing, training, EEO dispute resolution guidance, and labor relations consulting. Our customer base of 32,000 Department of the Navy civilian employees and local Human Resource Office field offices represents a diverse population from industrial, engineering, academic, and research organizations located throughout the Northwest Region of the United States and the greater metropolitan area of Washington DC.

*Our Mission:* Provide our customers with world-class human resource services & products.

*Our Vision:* We are recognized as the best in our business. We are the provider of choice.

*Our Values:* Service excellence, credibility, teamwork, innovations

*Our Goal:* "Delight the customer"

### Part IV: Description of Training Initiative and Results Achieved

*1. Describe the purpose or desired outcome of the training initiative and how the need was identified.*

The HR Academy for Excellence training initiative was developed to:

- Improve key service delivery timeliness, quality and customer service
- Increase efficiency of key service delivery

The objectives of the HR Academy for Excellence are:

- Utilize common business processes throughout the organization.
- Determine and communicate job expectations, including job performance standards and measures.
- Link positive reinforcement to job performance standards and measures.

A small group of employees, the HR Academy Development Team, was brought together to determine the need for training. The necessity for training was based on five sources that highlighted opportunities for improvement.

#### Source 1: Organizational Change

In May of 2001, the Human Resources Service Center, Northwest (HRSC, NW) doubled its customer base from approximately 16,000 to 32,000 customers. Along with the new customers came new staff. Within 3 months the number of employees rose from approximately 116 to 223. The sudden increase in customers also created a need to get staff trained quickly on how to perform their jobs.

#### Source 2: Succession Planning

In addition to the prospective retirement of several top leaders within the organization, the HR Academy Development Team identified future mandates that will reduce staff numbers, the lack of a succession plan that included preparing future leaders, and a need for documenting current business processes were identified.

#### Source 3: Needs Assessment

The HR Academy Development Team conducted a Needs Assessment survey to measure the level of employee confidence. The 59 Human Resource Specialists that performed the classification and recruitment functions at HRSC, NW were surveyed using a 5-point Lichert Scale. For each of the identified job competencies, 75 competencies for the recruitment specialists and 32 competencies for the classification specialist, each specialist was asked: Are you confident that you have all of the skills necessary to perform in your position? The results identified a need for additional training.

#### Source 4: Customer Feedback

The HR Academy Development Team solicited feedback from leaders at all levels within the organization to identify opportunities to improve business practices. The leaders were asked to meet with customers to discuss what works well and areas to improve. The results of these discussions indicated that customers preferred more communication, specifically communication about when and how their requests would be completed as well as the status of their work requests. The results identified a need for scripts, customer contacts and timelines – standards!



### Source 5: Job Analysis

A Leadership Development Team reviewed the important skills, attitudes, and knowledge required of a successful leader. During this process, five main areas were identified: Focus on key products and services, develop standards and measures, marketing, staff development, and positive reinforcement. A group of 28 leaders were designated to review, develop and validate leadership job competencies. The results identified a need to share job expectations with leaders and a need to provide a simple tool for leaders to use to standardize how leaders lead.

*2. Describe how the program was designed to meet the identified needs. Include information on the individuals, teams or organizations that received the training, and the level of employee involvement in the training design.*

### Recruitment and Classification

A course goal was created around a basic script (see attachment 1, page 11). During the initial phases of the design process, scripts were developed to guide the recruitment and classification specialists in communicating performance standards and gathering essential information in order to perform their job. The script became a guide for all specialists, new and seasoned, to communicate with the customer. The script met many of our design goals: training staff quickly to perform the job, creating consistency, documenting our best business processes, and providing customers with timely products and services.

In addition to a script, over 60 job aids were updated or created in order to give the specialists the tools needed to do their job.

Each of these functional academies was 3 days in length. The agenda included a step-by-step review of the processes and procedures and the standards and measures for the function, and introduced the script and the job aids. A unique feature of the course was the addition of segments on customer service and workload management. The additional segments were created to fill a gap in service delivery, specifically, customers wanted more than a product; they wanted a product delivered on time and with excellent customer service.

### Leadership

The challenge of the leadership program was developing a simple tool that each leader could use to identify and make improvements on their key product and service. In keeping with the idea of a script, the HR Academy Development Team created a leadership grid (see attachment 2, page 12) that is filled out systematically by leaders at all levels of the organization. A completed leadership grid is used like a script to communicate expectations and performance standards to staff and customers.



Additionally, a completed leadership grid is used to communicate each leader's current measurements and business activities.

The 2-day leadership training is designed so that the participants are able to complete their leadership grid by the end of the session. Leaders start the course by reviewing the 'environmental scan' – the mandates, initiatives, rules, regulations and customers that have an impact on leaders' day-to-day work and their ability to focus on their most important product or service.

The next step is to fill in the grid. Leaders start by cataloging the work they do in their function before they identify one key product and service (KPS). When the key product and service has been identified, they determine the standard and a measurement for that KPS. This exercise is followed by identifying marketing activities they can perform to support their KPS. In order to meet the need for linking staff development and positive reinforcement to performance results, the leader specifies developmental activities and methods to positively reinforce the staff. An easy to use tracking tool (see attachment 3, page 13) was developed to help the leader keep track of grid activities.

Monthly Make It Stick follow-up sessions offer a chance for leaders to update their grids and work collectively to assist each other in improving current and proposed methods. In these forums, leaders share their thoughts and experiences – successes and challenges. Each monthly session covers a specific topic related to the grid. For example, the topics for the first 6 months include: 1) Got Your Grid? 2) Displaying Data; 3) Marketing Standards; 4) Staff Development; 5) Positive Reinforcement and 6) Leadership Review

Bi-Monthly module workshops, which began in February 2004, emphasized major components of the Leadership program such as: Standards & Measures, Marketing, Staff Development and Positive Reinforcement. Leaders leave each workshop with practical tools to use in the specific component covered. A sample of a tool provided for staff development is shown in attachment 4, page 14. These workshops are developed and conducted for progressively higher levels of emphasis on each of these components.

### Who received training?

#### Recruitment

- 46 recruiters received Recruit/Fill Academy
- Recruitment Division received 6-month Make It Stick follow-up program
- Recruitment Academy was exported to four other Human Resources Service Centers (HRSCs), (Europe, East, North East, and South East) and over 100 recruitment specialists were trained

### Classification

- 13 classification specialists and assistants participated in the Classification Academy
- Classification Division received 6-month Make It Stick follow-up program

### Leadership

- 47 leaders within the HRSC, NW received training
- Leadership participate in the monthly Make It Stick program
- 204 employees at HRSC, NW received a 1-day Customer Service Delivery Academy to communicate leadership expectations to staff
- 285 Leaders - Leadership Session exported to 6 other HRSCs (Europe, North East, East, South East, South West and Europe) in addition to the Headquarters of Department of Navy Human Resources, Office of Civilian Human Resource (OCHR), located in Washington, DC.
- Leaders at all Centers participate in ongoing Make It Stick program

### Level of employee involvement

### Recruitment

- 8 working leads determined job competencies, recruitment script, and identified best business processes
- 8 employees, including 2 recruitment leads, made up HR Academy Development Team that designed, developed, implemented and evaluated training program
- 8 working leads and 2 supervisors received pilot

### Classification

- 2 working leads determined job competencies, recruitment script, and identified best business processes
- 3 employees, including 2 classification leads, made up the HR Academy Development Team that designed, developed, implemented and evaluated the training program
- A mixed group of participants, including supervisory, staff, HRO officers, and interns received pilot

### Leadership

- 10 employees, including the director and deputy director, determined business need and identified program goals and objectives
- 24 leaders performed in-depth job analysis on key leadership behaviors
- 5 focus groups designed and developed the course materials and pilot session
- Make It Stick follow-up sessions include opportunities for leaders to share their success stories and lessons learned regarding the leadership initiative



*3. Provide a timeline of the program's implementation.*

Recruitment

Feb- Apr 2001	HR Academy Development Team met identified business need and designed/ developed course
Apr 2001	Recruitment Academy pilot delivered
May – Jun 2001	Recruitment Academy delivered to recruitment department
Jul – Dec 2001	Make It Stick Sessions delivered to recruitment department
Oct 2001	Recruitment Academy exported to other HRSCs

Classification

Sep - Nov 2002	HR Academy Development Team met identified business need and designed/ developed course
Dec 2001	Classification Academy pilot delivered
Jan 2002	Classification Academy delivered to classification department
Jul – Dec 2001	Make It Stick Sessions delivered to classification department

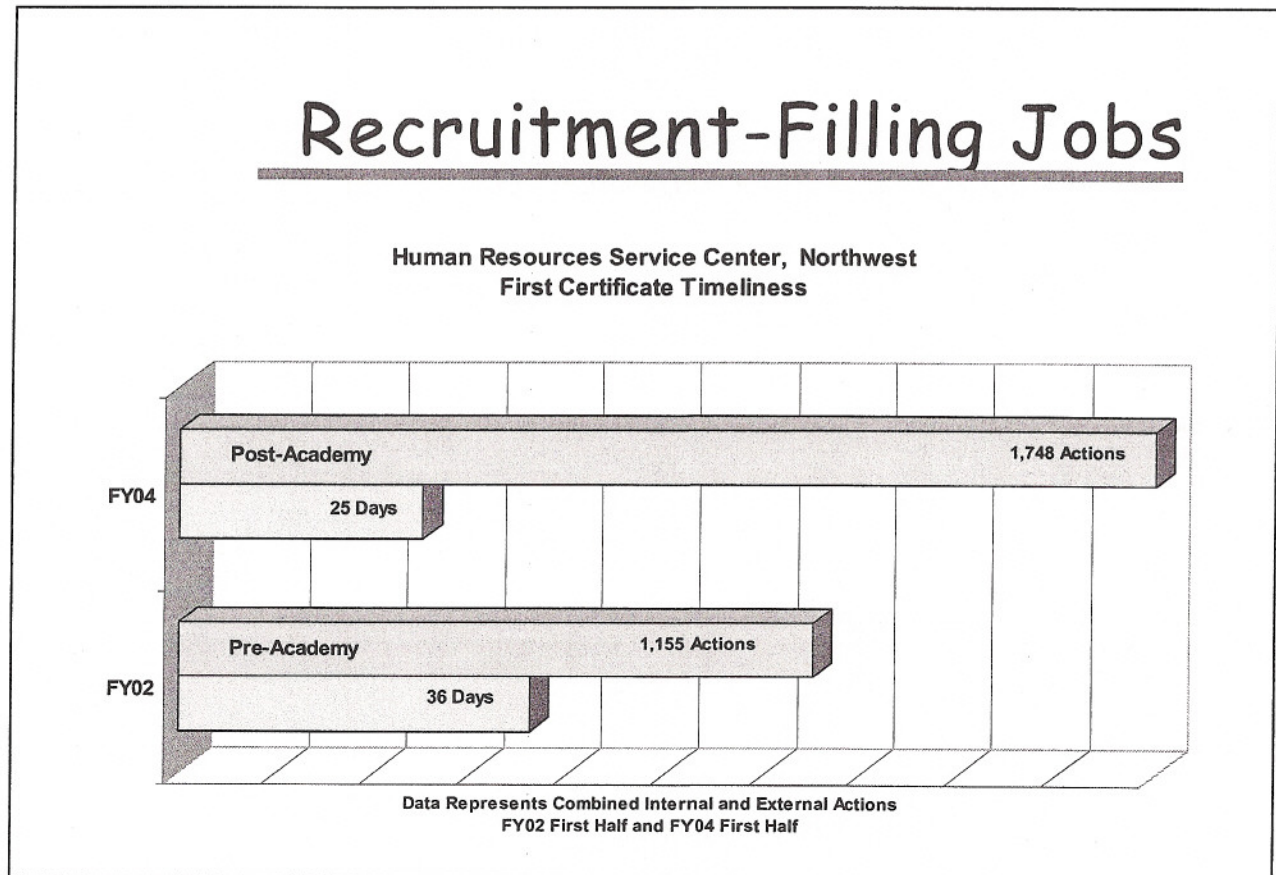
Leadership:

Dec – Jan 2002	HR Academy Development Team identified business and desired outcomes
Feb – Apr 2003	Focus Groups performed job analysis, identified course objectives, and developed course materials
May 2003	Leadership Session pilot delivered
Jun 2003	Leadership Session delivered to HRSC, NW leaders
Jul – Dec 2003	Leadership Make It Stick Sessions delivered to leaders
Nov 2003	Leadership Session exported to OCHR
Dec 2003	Leadership Session delivered to HRSC Directors
Jan –Feb 2004	Leadership Session exported to HRSCs
Mar – Aug 2004	Leadership Make It Stick Sessions delivered at OCHR and HRSCs



4. Clearly identify the results of the training program and the impact on the achievement of organizational goals. Include measurable data.

As the following pages will show, the HR Academy concept has been very successful at HRSC, NW. In fact, our HR Academy for Excellence in Leadership has been selected for deployment throughout the Department of Navy Human Resources Community.



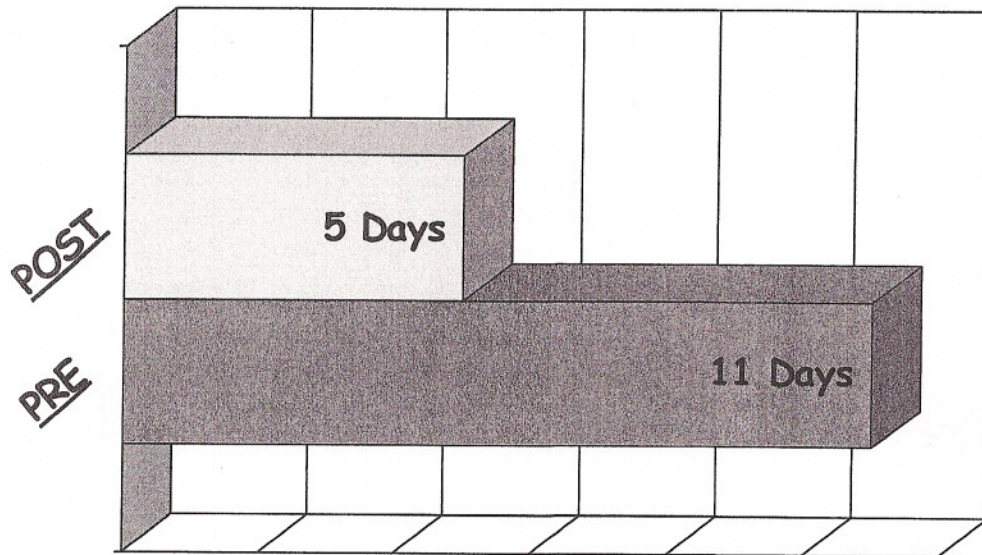
In April and May of 2002, 51 members of the HRSC, NW Recruit/Fill Staff attended an HR Academy of Excellence for filling jobs.

In June 2003 all HRSC-NW leaders attended the HR Academy of Excellence for leaders.

Comparing data from the period September through March of Fiscal Year (FY) 2002 to data for the same period in FY 2004 shows that training the leaders and the staff in Academy behaviors has resulted in processing more actions in less time with the same number of staff.

# Position Classification

## Days to Classify



The Classification staff attended a 3-day Academy for Excellence in January 2003.

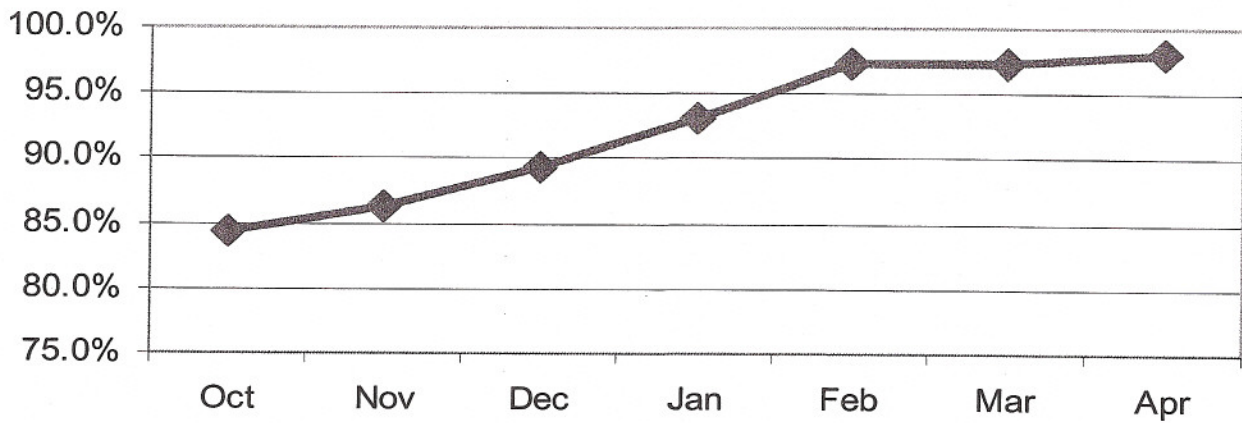
Data collected prior to the Academy shows that classifications were completed in an average of 11 days after receipt in the HRSC; employees did not have a common understanding of the processes and procedures of their work; and customers were somewhat satisfied with the classification work.

After attending the Academy, time to completion was cut in half, understanding of the job rose significantly (from 55% to 95%) and customer satisfaction rose 14% (from 78% to 92%). Time to complete classifications has continued to stay well below the 10-day standard, and the most recent customer survey shows satisfaction rose to 100%.



### Percent of Retirement Estimates Within the Standard

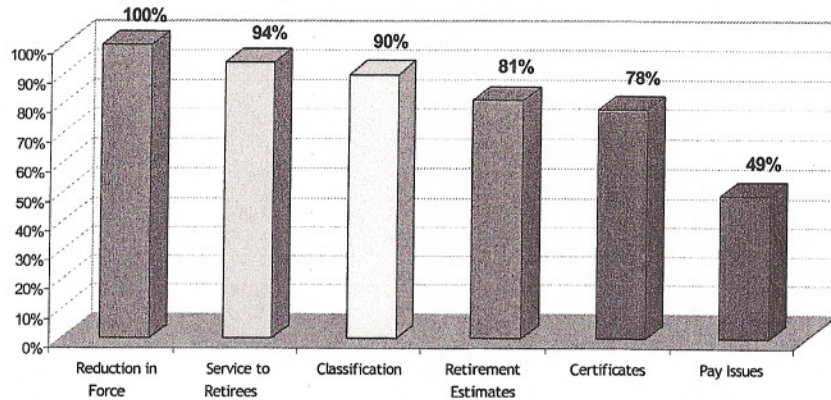
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Sharing measurements with employees is another key component of the Academy for Excellence. In October 2003 the leader for the Retirement staff met individually with each of her staff to share how they were doing compared to the work unit standard. After those meetings, the number of estimates completed within the standard has increased steadily from 84% to over 97%.

# Customer Satisfaction

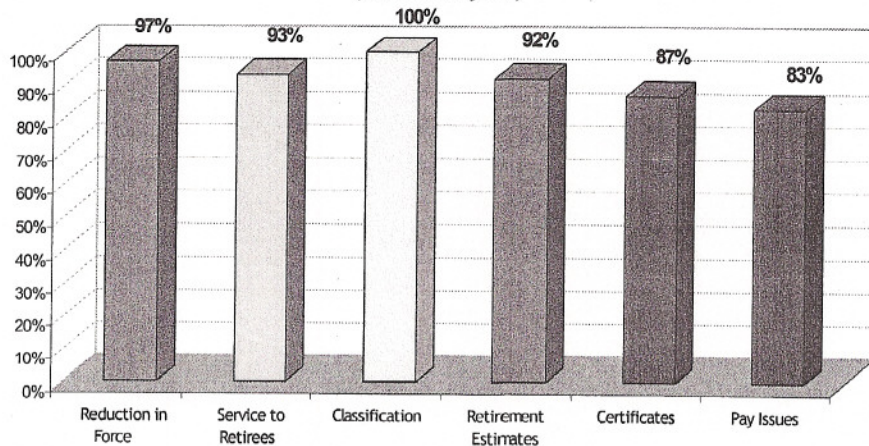
Human Resource Services Center, Northwest  
Overall Customer Satisfaction Ratings  
Cumulative Data (Oct - Dec 2003)  
First Quarter FY 2004



The goal of the HRSC, NW is 'delighting the customer'. HRSC, NW surveyed customers in the first quarter of FY04 with the results shown in the graph above. The results of the survey were shared with employees and changes to processes were made. A second survey was completed in April 2004. The results are shown on the graph below. Customer satisfaction increased in almost every area surveyed.

# Customer Satisfaction

Human Resources Service Center, Northwest  
Overall Customer Satisfaction Ratings for Code 50  
FY04 Cumulative Data  
(as of 5 May 04)





# DELIGHTING THE CUSTOMER

## The Basic Script

Do your homework	<ul style="list-style-type: none"> <li>• Review request</li> <li>• Prepare questions or comments</li> </ul>
Make contact	<ul style="list-style-type: none"> <li>• Initial contact within 48 Hours</li> <li>• Introduce self and explain purpose of call (validate request/obtain information)</li> <li>• Proceed with comments or questions</li> <li>• Set expectations for service delivery ["I will deliver by (date)."]</li> </ul>
Do the work	<ul style="list-style-type: none"> <li>• Monitor status and provide updates if necessary</li> </ul>
Follow up	<ul style="list-style-type: none"> <li>• Review for completion</li> <li>• Be prepared to explain results</li> <li>• Provide delivery results</li> <li>• Ask if there is anything else you can do</li> </ul>

# Month/Year

Key Product & Service	Your Primary Job Function	Frequency
<b>Expectations</b>	<b>Standard: Key Product &amp; Service Delivery</b> <b>Measure: How the Standard is measured</b>	
<b>Marketing</b>	To SUPPORT delivery of Key Product & Service	
	To PROMOTE delivery of Key Produce & Service	
	To SHARE expectations with Staff and Customers	
<b>Develop Staff</b>	To assure TECHNICAL knowledge of Key Product & Service	
	To assure SERVICE DELIVERY of Key Product & Service	
	To improve Key Product & Service processes	
<b>Positive Reinforcement</b>	When STANDARDS are met	
	When SERVICE DELIVERY is done right	
	To celebrate individual and unit successes related to Key Product & Service	



January 2004

Date	Empl Name 1	Empl Name 2	Empl Name 3	Supv	Director	Peers	Customers
2-Jan							
5-Jan							
6-Jan							
7-Jan							
8-Jan							
9-Jan							
12-Jan							
13-Jan							
14-Jan							
15-Jan							
16-Jan							
20-Jan							
21-Jan							
22-Jan							
23-Jan							
26-Jan							
27-Jan							
28-Jan							
29-Jan							
30-Jan							

**KEY**

M = Marketing

SD = Staff Development

PR = Positive Reinforcement



# STAFF DEVELOPMENT TOOL

NAME Ima Purzon

DATE 28 Jan 04

Description	S/G	Intervention	Deliberate Plan	Priority
Knowledge of reduction in force procedures (5 CFR 351)	S			
Knowledge of and ability to run AUTORIF	G	OJT	Assign to work with Ben Goode during PW RIF Feb-Apr 04. Assignment will be part time, but initiate discussion if there is additional work. Follow-up: Discuss again on 3/9 at 0900.	3
		Job Aids	Ima will review job aids prior to assignment. Job aids are located on shared drive.	3
Ability to establish representative rates	S			
Ability to extract reports from COGNOS	G	OJT	Meeting is scheduled with Justin Tyme 2/22 at 0830 for briefing. Ben Goode to work with Ima when COGNOS reports are required.	2
		Job Aids	Ima will review job aids prior to meeting with Justin. Job aids are located on shared drive.	1
Customer follow-up	G	Script	Use follow-up telephone scripts located on the shared drive. Contact customer within established timeframes (within 5 days).	5
		Coaching	Betsy Ford will coach Ima in the use of follow-up scripts. Ima and Betsy will meet on 3/12 at 0800 to review scripts and role-play.	4

S = Strength

G = Goal

Place additional notes on reverse side



## Part VI: Nominator Information and Signature

Faye Mancuso, Human Resources Specialist

Name and Title of Contact Person Familiar with this Submission

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1 June 2004

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